

**Faculty of Liberal & Professional Studies  
School of Administrative Studies**

**Course Outline** [Updated November 30, 2021]

**AP/ADMS3510 3.0  
Managerial Cost Accounting and Analysis  
Winter 2022**

**COURSE WEBSITE:** <https://eclass.yorku.ca>

**Please note:** You need to be registered and have a York Passport ID for site access.

Class time, location and instructor	Section	Day	Meeting Time*	Location	Course Director
	M	Wednesday	7:00pm-10:00pm	Lecture	Roberto Umana
	Y	Wednesday	1:00pm-4:00pm*	Remote	Roberto Umana
	N	N/A	N/A	Online	Keith Yuen

**\*Remote section is synchronous – please read:**

- Test-taking will take place on the scheduled dates and will be on either the course’s Connect site and/or eClass site.
- Weekly meetings via Zoom will be within/during the scheduled course meeting times.
- **It is important to ensure you keep on top of the announcements posted on eClass.**

Instructor Contact Info	Instructor	Email**
	<b>**Include “ADMS3510” + “Section Letter” at the beginning of the email subject line</b>	
	Roberto Umana	umana@yorku.ca
	Keith Yuen	keithy@yorku.ca
Amy Kwan (Area Coordinator)	amykwan@yorku.ca	

Tutorial time and location	Day	Time	Location
	N/A	N/A	Remote Recording
	<i>Please refer to the Weekly Tutorial Schedule for details</i>		

<b>Prerequisites*</b>	<p><i>AP/ADMS 2320 3.0, and AP/ADMS 2510 3.0, and AP/ECON 1010 3.0</i></p> <p><i>*Students who do not fulfill the pre-requisite requirements will be de-enrolled from the course during any point of the term, once the Registrar's Office detects the missing pre-requisite(s). Students are solely responsible for financial loss or any other losses as a result of de-enrolment due to lack of prerequisites.</i></p>
<b>Required* Course Materials</b>	<p>There are three required texts for this course.</p> <ol style="list-style-type: none"> <li>1. <i>Blocher, Stout, Juras and Smith</i> Cost Management: A Strategic Emphasis, 9<sup>th</sup> edition, McGraw Hill Education, 2022.</li> </ol> <p><b>AND</b></p> <ol style="list-style-type: none"> <li>2. <i>Richardson, Teeter, and Terrell</i> Data Analytics for Accounting 2<sup>nd</sup> ed, McGraw Hill Education, 2021.</li> </ol> <p><b>AND</b></p> <ol style="list-style-type: none"> <li>3. <i>Spraakman</i> Custom eCasebook for Current Trends and Traditions in Management Accounting Case Analysis, 7e, Custom Edition (modular text).</li> </ol> <p><b>*Connect is required to complete the online course assignments.</b> <i>Students can purchase Connect Access Codes through the YorkU Bookstore or online when they register in their Connect Course (see Connect Registration Instructions). Students have access to Connect for 1 year from when they register using a license purchased from the YorkU Bookstore.</i></p>
<b>Blocher Textbook Purchase Options</b>	<p>Blocher et al. Cost Management: A Strategic Emphasis with Connect Access Code Card, 9th edition, 2022, McGraw-Hill Education</p> <p><u>Options</u></p> <ol style="list-style-type: none"> <li>1. <i>Physical Textbook + Connect package (eBook/SmartBook + Assignments)</i></li> <li>2. <i>Connect eBook/SmartBook + Assignments</i></li> <li>3. <i>Connect eBookless (Assignments only – without eBook/SmartBook)</i></li> </ol>
<b>Richardson Textbook Purchase Options</b>	<p><i>Custom eBook/SmartBook - Richardson et al. Data Analytics for Accounting, 2nd edition, 2021, McGraw-Hill Education</i></p> <p><u>Options</u></p> <ol style="list-style-type: none"> <li>1. <i>eBook/SmartBook</i></li> <li>2. <i>Printed (black and white)</i></li> </ol> <p>Order digital through the YorkU eBook module: (<a href="https://www.bookstore.yorku.ca/sell_access_codes.asp">https://www.bookstore.yorku.ca/sell_access_codes.asp</a>)</p> <p>Digital options are also listed under the regular course lookup module, which give the entire picture of what's available for each class (<a href="https://www.bookstore.yorku.ca/buy_textbooks.asp">https://www.bookstore.yorku.ca/buy_textbooks.asp</a>)</p>
<b>Spraakman Textbook Purchase Option</b>	<p><i>Online Purchase only</i></p> <p>To purchase, please go to: <a href="http://www.captus.com/information/onlinepub-adopt.htm">http://www.captus.com/information/onlinepub-adopt.htm</a> and select the following: <i>York University ADMS3510 – WINTER2022 eCasebook – Current Trends and Traditions in Management Accounting Case Analysis, 7e, Custom Edition</i></p>

## IMPORTANT INFORMATION BEFORE YOU DECIDE TO ENROLL

### Note 1

This course outline has been designed to provide you in advance with detailed guidance on every conceivable rule and regulation in the course. It represents a contract between you as a student and the Course Director, and there should be no deviations from these rules by either party. **There will be no exceptions to assignment requirements, examination dates, and grade weighting.** You should print out this document and keep it handy for reference throughout the course.

### Note 2

From the beginning of the term, you should keep in mind the due dates for Connect SmartBook and Assignments. The schedule of the Connect due dates is listed in this course outline under section heading Connect SmartBook and Homework Assignments Schedule. The weight from missed Connect SmartBook and Assignments cannot be transferred to a midterm examination and/or the final examination. **There is no extended deadline for missed Connect SmartBook and Assignments, as the solutions will be posted right after the due dates.** It would be wise to review the solutions right after due dates to reinforce learning and to take timely corrective action on questions not successfully completed. Student's lowest score on assigned SmartBook chapters as well as their lowest homework assignment score will be dropped when calculating the final Connect grade.

## ENROLMENT DEADLINE

All sections for this course normally fill months in advance so early registration is important. If you did not get into the course before classes start, your chances of successfully enrolling are very slim. However, by contacting [apsas@yorku.ca](mailto:apsas@yorku.ca) you can request your name be added to a list that is maintained with the only purpose of estimating the unsatisfied demand for the course, but students are not contacted when vacancies occur. The Course Director is not involved in the registration process in any way and cannot assist you with this process. Due to the high volume of material covered (five chapters in the first two weeks) and because of early dates of examinations, **no registration is permitted after the "last date to enroll without permission"**.

Be aware of the important dates that apply to this course by checking the following site:  
<https://registrar.yorku.ca/enroll/dates/fw21>.

## COURSE INFORMATION

### Course Description

ADMS3510 is a course based on theories and techniques of cost accounting and managerial accounting. Emphasis is placed on cost accumulation for purposes of (a) asset valuations and income measurement and (b) planning and control.

### Course Objectives

The overall objectives of the course are to:

1. Meet the academic requirements of an honours level course as part of a business degree program at university.
2. Meet requirements to be counted by CPA Ontario towards professional certification.
3. Prepare students to commence their careers.

In particular, this course aims to:

1. Help students learn to gather and develop information.
2. Help students learn to draw conclusions and form opinions from a set of data.
3. Introduce students to an entity's strategic plan and its planning process.
4. Assist students in understanding how to evaluate the entity's performance management and the internal reporting system.
5. Introduce students to the concept of the entity's risk management process.
6. Help students understand and be able to identify management information sources and needs.
7. Assist students in understanding how to prepare an entity's budget and how to relate this to the entity's planning process.

## EVALUATION AND GRADES

Grades are a measure of the performance of a student in individual courses. Each student shall be judged on the basis of how well they have command of the course materials.

Connect SmartBook Assignments	Ongoing <i>Refer to Connect schedule</i>	4%
Connect Homework Assignments	Ongoing <i>Refer to Connect schedule</i>	9%
Case and Lab Submissions	Ongoing <i>Refer to course site</i>	7%
Midterm Test 1**	Fri Feb 11, 2022 10am-1pm	20%
Midterm Test 2**	Fri Mar 11, 2022 10am-1pm	20%
Final Examination (cumulative)	Final Exam Period	<u>40%</u>
Total		<u>100%</u>

*\*\*Logistics will be posted on the course website closer to the midterm date.*

**Midterm alternative sitting time** (for religious accommodation/conflicts with scheduled sitting)

Midterm 1: Friday Feb 11, 2022 8am-11am

Midterm 2: Friday Mar 11, 2022 8am-11am

*Alternative midterms sitting times are available for students who are unable to attend the regular scheduled midterm sitting. Please see for instructions posted to eClass on how to apply to write during an alternative sitting.*

## COURSE COMPONENTS

### Lectures

On-campus sections will have their lecture in the designated lecture hall at York. Attending class lectures is essential to help you better understand class materials and provide you chances to ask course directors course-related questions face to face.

Remote sections will have their lectures via Zoom. Please see page 1 of this outline.

### Case and Lab Submissions (7%)

Submissions will be assigned via eClass on a weekly basis beginning week of Class 5 or 6. These will be evaluated primarily for completeness, accuracy, and effort. See eClass for details.

### Weekly Connect Assignments – SmartBook and Homework (13%)

**Please carefully read Connect step by step registration instructions.**

The Connect SmartBook and the Connect Homework Assignments are part of your course work and are located in Connect, which is an adaptive learning tool that pinpoints critical concepts you need to learn and maps out a personalized study plan to ensure success.

The Connect due dates are specified in this course outline document. Each assignment is due at **11:59 pm** on the due date which cannot be extended.

*Connect SmartBook (4%)* is an online interactive, adaptive study tool that assesses a student's proficiency and knowledge within each assigned chapter, tracks which topics have been mastered, and identifies areas that need more study. Students have unlimited attempts for each Connect SmartBook and only their best mark will be kept and applied to their final grade. Student's lowest score of the assigned chapters will be dropped when calculating the final grade.

*Connect Homework Assignments (9%)* include quantitative and algorithmic questions. Students are allowed 3 attempts to finish assignments #1 to #10 and **only your best score will be recorded** when exporting your Connect Assignment grades. There is no time limit for each attempt. Students can work on these assignments over time and their work and progress will be saved. Student's lowest score of the homework assignments will be dropped when calculating the final grade.

**Feedback will only be provided after the due date for each homework assignment has passed.** To access the available feedback after the due date has passed, please follow the steps below:

1. Click "See Report" next to any submitted assignment
2. On the next screen, find the assignment for which you would like to view feedback
3. Click into your final attempt
4. You should see each question with detailed feedback

Students who complete less than 3 attempts may need to wait a few days for feedback report to appear. Students are recommended to complete all 3 attempts. Students who complete all 3 attempts or score 100% can access to the feedback immediately after the due date has passed.

### Midterm Tests (two midterms 20% each)

As a multi-section course, the midterm tests in ADMS3510 are scheduled outside of scheduled lecture times. Logistics will be communicated via eClass. Midterm tests will consist of 4-5 questions. Questions will be based on exercises and problems from the assigned textbook chapters. You should not take this course if you are unable to attend the midterm tests.

**Important:** Once a test begins, you are considered a sitting writer (your assessment will be marked, and your grade recorded). Your midterm grade is *not* eligible to be transferred or reweighted due to poor performance, or if you choose to not continue to write or leave early. If you are unable to attend the regular midterm sitting, then you should plan to write at the alternative sitting time, typically earlier on the same day or the day before. To do so, please email your Course Director at least two weeks in advance of the test.

For in-person sittings, students are not permitted to leave the test location during the first 30 minutes and last 15 minutes of the test. Students who arrive more than 30 minutes late for the midterm test will not be allowed to write. You must sign in and out of the test location. Please remember to bring your YorkU Student ID or Canadian Government Issued ID.

If you miss a midterm test, there is no make-up test. The full weight of only one midterm test can be transferred to the Final Exam. *The Final can be a maximum of 70% of the course. Please refer to policies and procedures for missed exams under University Regulations and Procedures for more information.*

If both midterms are missed there is no possibility to defer a midterm to a subsequent term. As mentioned above the weight of the Final Exam can be a maximum of 70% of the course grade. This means 10% of the weight of ADMS3510 would be forfeited. There are no exceptions to this policy under any circumstances.

### **Tutorial Sessions**

*Please refer to the Weekly Tutorial Schedule for details.*

Tutorial sessions are not mandatory. Tutorial sessions are designed to cover a set of problems and exercises. The tutorial lead will go through textbook problems and assist students in areas where they have concerns. You are invited to attend all the sessions offered each week.

### **Practice Problems**

There are lots of practice problems and solutions in your textbook. As you will be tested with questions comparable to exercises and problems from assigned textbook chapters, all textbook exercises and problems are good practice for the midterm and final examinations. The formula for success in a “problems” course such as accounting is always to work as many exercises and problems as time permits. Whenever a student asks their accounting professor how to improve their grade, the automatic answer is to work more exercises and problems. You are expected to spend substantial amount of time on problems. For problems you are still confused after understanding textbook materials and reviewing solutions, you could seek help by asking your course director or attend tutorial sessions. Please note that the number of posted textbook solutions is limited to those that the course has consent from the publisher to provide.

### **Final Examination (40%)**

The final exam is scheduled by the York University Registrar Office for the formal examination period, and thus the date of the final exam is not known when this course outline is issued. The final exam will consist of 4-6 questions. One question will be a case that is similar to those done over the term. One of these questions may include a data analytics Excel-based question. The other questions will be based on exercises and problems from the assigned textbook chapters. You should not book travel plans during this period. Exact date is published around Week 10. Consult the York University website for official timetable information. You will not be allowed to write the exam if you are 30 minutes late.

If for any reason you will have to miss the final exam, you need to submit a formal request to the school (not to the course director) by following procedures specified in the “Relevant University Regulations” section of this course outline, before the stated deadline.

### **Bonus Mark (1%)**

At the course director's discretion, students in this course may receive a 1% bonus if 70% or more of them complete the online course evaluation. The course director will explain the importance of evaluations and provide time in class for completing the evaluation.

### **CONTACT INFORMATION**

*All computing issues* - contact: [helpdesk@yorku.ca](mailto:helpdesk@yorku.ca)

*All administrative questions, textbook materials, and chapter problems* – contact the Course Director. Course Directors answer all administrative questions and questions related to the textbook materials and end-of-chapter questions. If you want help with a problem, please email it to your course director. It is important that your email be properly labeled and show the calculations you have made. Make sure you send your message from your yorku.ca email account. For security reasons, we might not respond to Gmail/Hotmail etc. Make sure to include your name, student number, and section number in all your emails. This course has many students, it is important for you to follow the email protocol. Messages that do not follow the above email protocol might be returned to you asking for re-submission or might be recognized as junk mail and will not be addressed.

*When do I contact the Course or Area Coordinator?*

Email the Course or Area Coordinator if you do not hear from the email sent to the Course Director within 72 hours (excluding weekends and holidays), or if you feel your questions/concerns are not properly addressed by the Course Director.

### **Course Website**

All course materials are contained on the eClass website under the course code ADMS3510. The website has restricted access; you will have to log in with your York Passport account.

The website contains:

- This course outline
- Announcements on all important matters in the course. You should check these several times a week
- Lecture slides to print as course notes
- Examination information
- Solutions for all even numbered exercises and problems from the textbook. Due to copyright requirements, not all solutions can be posted on the course website. If you would like to review solutions for odd numbered exercises and problems, you need to email your course director and share your attempt or bring it to the tutorial session. Your attempted solutions will then be used to provide guidance on how to solve the problem.

### **Computing Requirements**

This course has an extensive computer interface and you will need access to a multi-media computer with a high-speed Internet connection. The most recent versions of Adobe Reader and Apple QuickTime are required to view course materials, available by free download from [www.adobe.com](http://www.adobe.com) and [www.quicktime.com](http://www.quicktime.com), respectively. A computer and speakers (or headphones) will be required to read and listen to the recorded material that complements the text. 'Adobe Reader' and 'QuickTime' are needed to view the multimedia clips that illustrate and explain the concepts. There are free computer labs on campus for registered students who do not possess these computing resources. Campus computers do not have speakers, so you will have to supply your own headphones.

## UNIVERSITY REGULATIONS AND PROCEDURES

### Missed Tests and Assignments (including midterm examinations)

If you miss a midterm test, the weight can be transferred to the Final Exam. An Attending Physician's Statement (APS) form is *not* required for one missed midterm test. You cannot miss both midterms as the *Final Exam can be a maximum of 70% of the course*; therefore, it is not advised to miss both midterm tests. Connect assignments and quizzes CANNOT be transferred.

You could find the APS from the following link:

<https://myacademicrecord.students.yorku.ca/pdf/attending-physicians-statement.pdf?tab=3>.

### Concerns with Marking

If you have any concern with the marking of your work, contact your course director through email to have your concern addressed. Note, as there is a certain amount of judgment in marking, the entire exam or assignment may be re-marked, and the overall mark could go up, stay the same, or fall. *Please note, if you wrote in pencil the midterm test may not be re-marked if the course director cannot decide if the writing is original.*

### Deferred Exams

Deferred standing may be granted to students who are unable to write their final examination at the scheduled time or to submit their outstanding course work on the last day of classes. Details can be found at <http://myacademicrecord.students.yorku.ca/deferred-standing>

Any request for deferred standing on medical grounds must include an Attending Physician's Statement form; a "Doctor's Note" will not be accepted.

Students apply for deferred standing through the School's website:

<https://sas.laps.yorku.ca/students/school-policies/>.

The DSA and supporting documentation must be submitted no later than five (5) business days from the date of the exam. These requests will be considered on their merit and decisions will be made available by logging into the above-mentioned link. No individualized communication will be sent by the School to the students (no letter or e-mails). Students with approved DSA will be able to write their deferred examination during the School's deferred examination period. No further extensions of deferred exams shall be granted. The format and covered content of the deferred examination may be different from that of the originally scheduled examination. The deferred exam may be closed book, cumulative and comprehensive and may include all subjects/topics of the textbook whether they have been covered in class or not. Any request for deferred standing on medical grounds must include an Attending Physician's Statement form; a "Doctor's Note" will not be accepted.

***IMPORTANT NOTE:*** Any request for deferred standing on medical grounds must comply with University regulations. **At the time of writing of this outline, the requirement for APS forms had been suspended due to COVID-19.** If it resumes, the University will inform you of such resumption, and you would include an Attending Physician's Statement form; a "Doctor's Note" will not be accepted. Students who submit a request in compliance with University regulation or with approved DSA will be able to write their deferred examination during the School's deferred examination period. No further extensions of deferred exams shall be granted.



## **Academic Honesty**

The Faculty of Liberal Arts and Professional Studies considers breaches of the Senate Policy on Academic Honesty to be serious matters. The Senate Policy on Academic Honesty is an affirmation and clarification for members of the University of the general obligation to maintain the highest standards of academic honesty. As a clear sense of academic honesty and responsibility is fundamental to good scholarship, the policy recognizes the general responsibility of all faculty members to foster acceptable standards of academic conduct and of the student to be mindful of and abide by such standards. Suspected breaches of academic honesty will be investigated, and charges shall be laid if reasonable and probable grounds exist.

Students should review the York Academic Honesty policy for themselves at:

<https://secretariat-policies.info.yorku.ca/policies/academic-honesty-senate-policy-on/>

Students might also wish to review the interactive on-line Tutorial for students on academic integrity, at:

<https://spark.library.yorku.ca/academic-integrity-what-is-academic-integrity/>

## **Grading Scheme and Feedback Policy**

The grading scheme (i.e. kinds and weights of assignments, essays, exams, etc.) shall be announced, and be available in writing, within the first two weeks of class. Under normal circumstances, graded feedback worth at least 15% of the final grade for Fall, Winter or Summer Term, and 30% for 'full year' courses offered in the Fall/Winter Term be received by students in all courses prior to the final withdrawal date from a course without receiving a grade, with the following exceptions:

*Note: Under unusual and/or unforeseeable circumstances which disrupt the academic norm, instructors are expected to provide grading schemes and academic feedback in the spirit of these regulations, as soon as possible. For more information on the Grading Scheme and Feedback Policy, please visit:* <https://secretariat-policies.info.yorku.ca/policies/grading-scheme-and-feedback-policy/>

## **Tests and Exams – the 20% Rule**

For all Undergraduate courses, except those which regularly meet on Friday evening or on a weekend, tests or exams worth more than 20% will not be held in the two weeks prior to the beginning of the official examination period. For further information on the 20% Rule, please visit: <https://www.yorku.ca/secretariat/policies/policies/limits-on-the-worth-of-examinations-in-the-final-classes-of-a-term-policy/>

## **Reappraisals**

Students may, with sufficient academic grounds, request that a final grade in a course be reappraised (which may mean the review of specific pieces of tangible work). Non-academic grounds are not relevant for grade reappraisals; in such cases, students are advised to petition to their home Faculty. Students are normally expected to first contact the course director to discuss the grade received and to request that their tangible work be reviewed. Tangible work may include written, graphic, digitized, modeled, video recording or audio recording formats, but not oral work. Students need to be aware that a request for a grade reappraisal may result in the original grade being raised, lowered or confirmed. For reappraisal procedures and information, please visit the Office of the Registrar site at: <http://myacademicrecord.students.yorku.ca/grade-reappraisal-policy>

### **Accommodation Procedures**

LA&PS students who have experienced a misfortune or who are too ill to attend the final examination in an ADMS course should not attempt to do so; they must pursue deferred standing. Other students should contact their home Faculty for information. For further information, please visit: <http://ds.info.yorku.ca/academic-support-accomodations/>

### **Religious Accommodation**

York University is committed to respecting the religious beliefs and practices of all members of the community and making accommodations for observances of special significance to adherents. For more information on religious accommodation, please visit:

<https://w2prod.sis.yorku.ca/Apps/WebObjects/cdm.woa/wa/regobs>

### **Academic Accommodation for Students with Disabilities (Senate Policy)**

The nature and extent of accommodations shall be consistent with and supportive of the integrity of the curriculum and of the academic standards of programs or courses. Provided that students have given sufficient notice about their accommodation needs, instructors shall take reasonable steps to accommodate these needs in a manner consistent with the guidelines established hereunder. For more information, please visit the Counselling and Disability Services website at

<https://accessibility.students.yorku.ca/>

York's disabilities offices and the Registrar's Office work in partnership to support alternate exam and test accommodation services for students with disabilities at the Keele campus. For more information on alternate exams and tests please visit <http://www.yorku.ca/altexams/>

Please alert the Course Director as soon as possible should you require special accommodations.

## CONNECT REGISTRATION INSTRUCTIONS

### Connect step by step registration instructions:

1. In your course website (eClass.yorku.ca), select the “Connect” link and click on the “MH Campus” link
2. Accept the Terms of Use
3. Click “Connect” below the image of your textbook
4. Enter in your email address at select “Find My Account” (whether you have a Connect account or not)
5. If **you have** a Connect account, you will be prompted to enter in your password and log in
6. If **you do not have** a Connect account, select “Create a new Connect Account and Complete Your Registration”
7. Enter your 20-digit Connect registration code or purchase it online via the YorkU Bookstore
8. When registration is complete, click on “Go to Connect Now”
9. You are now ready to use Connect!

### Connect Support

For any questions or issues related to Connect, submit a support ticket with the McGraw-Hill Care Centre at by going to <https://mhedu.force.com/CXG/s/ContactUs>. You will be issued a case or reference number. Please keep for your records.

### Connect SmartBook and Homework Assignments Schedule (subject to revision)

Topic Starts	SmartBook Quizzes	Start Date	Due Date	Homework Assignments	Start Date	Due Date
Jan 12	Chapter 12	Jan 9	Jan 24*	Assignment 1	Jan 12	Jan 24*
Jan 19	Chapter 15	Jan 9	Jan 24*	Assignment 2	Jan 19	Jan 28
Jan 26	Chapter 16	Jan 16	Jan 25	Assignment 3	Jan 26	Feb 4
Feb 2	Chapter 17	Jan 23	Feb 1	Assignment 4	Feb 2	Feb 11
Feb 9	Chapter 18	Jan 30	Feb 8	Assignment 5	Feb 9	Feb 18
Feb 16	Chapter 19	Feb 6	Feb 15	Assignment 6	Feb 16	Feb 27*
<i>Feb 19-25: No Connect SmartBook Quizzes or Assignments Due (Reading Week)</i>						
Mar 2	Chapter 20	Feb 20	Mar 1	Assignment 7	Mar 2	Mar 11

### Important Notes:

SmartBook Quizzes are due/should be done **before** the topic is covered in lecture.

Homework Assignments are released **after** the topic is covered in lecture.

\*Exceptions - No due dates before the last day to add the course or during reading week.

## **ADMS3510 WEEKLY CLASS SCHEDULE (subject to revision)**

All three books are referenced, B = Blocher et al., R = Richardson, and S = Spraakman

<b>Class</b>	<b>Topic Starts</b>	<b>Topic</b>	<b>Readings</b>	<b>Questions</b>
1	Jan 12	Capital Budgeting	B: Chapter 12 (or Garrison Chapter 13 access via eClass)	B-12: 34, 38, 40
2	Jan 19	Operational Performance Measures, Indirect Costs	B: Chapter 15	B-15: 38, 44, 48
3	Jan 26	Operational Performance Measures	B: Chapter 16	B-16: 46, 54, 56
4	Feb 2	Quality Control	B: Chapter 17	B-17: 58, 62, 66
5	Feb 9	Strategic Performance Measures, Responsibility Centres	B: Chapter 18	B-18: 40, 48, 52
	Feb 11	<b>Common Midterm Test; Ch. 12 (capital budgeting), 15-17</b> <b>Regular Sitting:</b> Fri Feb 11, 2022 10am-1pm <b>Alternative Sitting:</b> Fri Feb 11, 2022 8am-11am		
6	Feb 16	Strategic Performance Measures, Transfer Pricing	B: Chapter 19 S: Case 05-Brights Lodging and Travel	B-19: 46, 50, 52
<i>Feb 19-25: No Classes (Reading Week)</i>				
7	Mar 2	Management Compensation	B: Chapter 20 S: Cases <b>17-Dindal</b>	B-20: 40, 44, 46
8	Mar 9	Data Analytics	R: Chapter 1 S: Cases 19-Dowie, <b>14-Dennison</b>	
	Mar 11	<b>Common Midterm Test; Ch. 18-20, Case Analysis</b> <b>Regular Sitting:</b> Fri Mar 11, 2022 10am-1pm <b>Alternative Sitting:</b> Fri Mar 11, 2022 8am-11am		
9	Mar 16	Data Preparation and Cleaning	R: Chapter 2 S: Cases: Case 8-Coffee, <b>30-Ontario</b>	
10	Mar 23	Data Modeling and Evaluation	R: Chapter 3 S: Cases 9-Colonial, <b>29-Modern Chair</b>	
11	Mar 30	Data Visualization	R: Chapter 4 S: Cases 1-Adam Tran, <b>42-Upper Canada</b>	
12	Apr 6	Office Hour/Review 15-24, 16-42, 17-54, 20-31. Cases: 4-Binson, 31-Pasta etc.		
	Apr 12-29	<b>Final Examination, Comprehensive</b> B: Ch. 12, 15-20 R: Ch. 1-4		

Please visit <https://registrar.yorku.ca/enrol/dates/fw21> for course drop dates.

**ADMS3510 WEEKLY TUTORIAL SCHEDULE\* (subject to revision)**

Session #	Date	Time	Location	Tutorial Questions
1	Jan 10-14	N/A	Remote Recording	B-12: 28, 30
2	Jan 17-21			B-15: 28, 36
3	Jan 24-28			B-16: 40, 50
4	Jan 31-Feb 4			B-17: 50, 68
5	Feb 7-11			B-18: 30, 44
6	Feb 14-18			B-19: 42, 48
Reading Week				N/A
7	Feb 19-Mar 4			B-20: 38, 42

\*Links for weekly tutorials will be posted to the course eClass site. You have the flexibility and option of learning the course material by following the schedule in this course outline. It is recommended to attend both weekly lecture and tutorial sessions to help enhance your understanding of the course contents.